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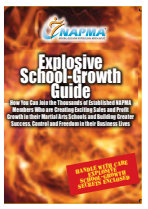
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and more columnists online!

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REAL-WORLD SUCCESS STORIES



Sensei Shawn Harvey has created deep roots in his community. Here he teaches a character class at a local private school.

NAPMA Inner Circle Member Shawn Harvey

A Study in EXPLOSIVE Growth

The incredible success story from Inner Circle member Shawn Harvey combines an ingenious business model, fitness and martial arts on the island of Bermuda. With a population of a mere 65,000, Sensei Harvey is well on his way to becoming a martial arts millionaire with his 360 Success System that targets the weight loss market. Find out how he is making it happen in this insightful interview with Stephan Oliver.

Story begins on page 16

More CEOs than Harvard?

Peak Performers and Inner Circle members met at the United States Military Academy at West Point to learn how to dramatically improve the student experience in their schools from former West Point Master Instructor Don Southerton and World Champion Jeff Smith.

Story begins on page 14



Your Style is NOT a Marketing Tool — Your Prospective Students Don't Know (and, Don't Care)

A trip to the computer store turns into a lesson on respecting the customer's right to have his questions answered, and avoid the incredibly boring and pointless technical monologue in this installment of the Mile High Maverick.

Story begins on page 19

Goal-Getter Series: Finding the Right People to Help You Meet Your Goal

How do you balance the self-sufficiency of being an entrepreneur with finding the right information and the right people to help you grow your business. NAPMA's Chief Operating Officer explains how in this issue.

Story begins on page 27

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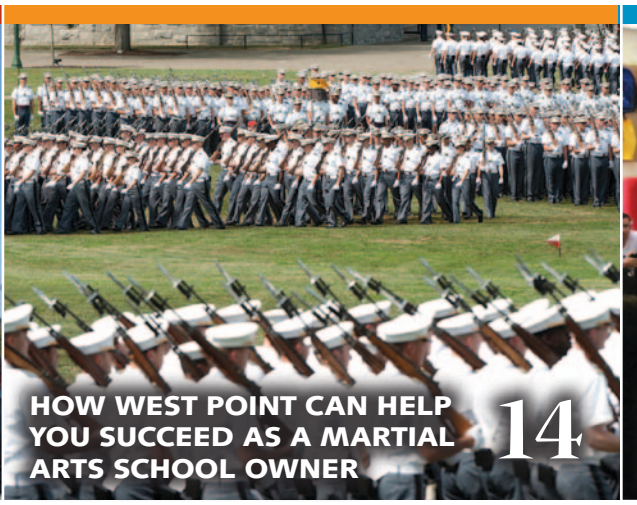
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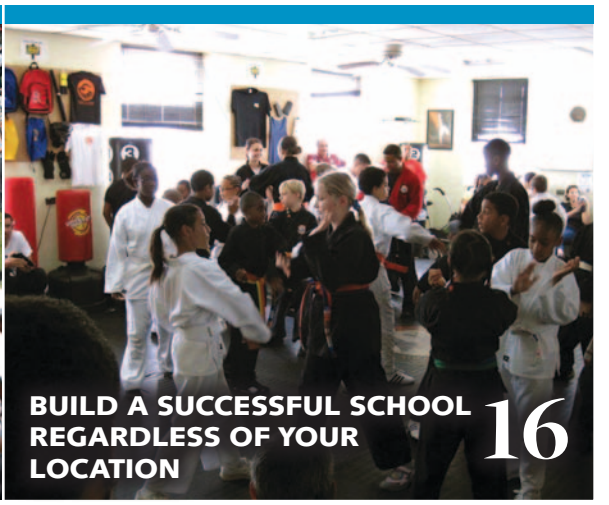
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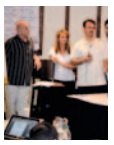
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Features



School Owners "Blown Away" During Disney World Visit and High Level Training 10

NAPMA Inner Circle and Peak Performers Members inspected the inner workings of Disney World. See what the learned in this special review article.



More CEOs than Harvard?. 14

West Point Military Academy has produced many top leaders in the corporate world. NAPMA members can tap into that attitude at the next Extreme Success Academy event.



NAPMA Inner Circle Member Shawn Harvey: A Study in EXPLOSIVE Growth... 16

How Shawn Harvey built a half-million-dollar school in Bermuda, with a population of just 65,000 residents.



Your Style is NOT a Marketing Tool — Your Prospective Students Don't Know (and Don't Care)!... 19

Your customer doesn't care about style or history or lineage. Make certain you tell them what they *really* want to know.



Goal-Getter Series: Finding the Right People to Help You Meet Your Goal. 27

Being an entreprenuer doesn't mean being a loner. Reach out and build your very own "success team."



NAPMA Business Solutions: Are Your Instructors in a "Rut"? 28

It's easy to fall into the same patterns of behavior in teaching and management. Look for the "rut" and steer clear with these tips for staying fresh.

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Turn off Inhibition and Turn on Wealth Attraction



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Ready to Double your School? Start with Mindset

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Mastering the Martial Arts Business

SUMMER 2012

Mastering the Martial Arts Business magazine is the premier resource for those professional mjartial arts school owners and operators who are serious about enhancing and/or expanding their business operations through a series of monthly visual and editorial resources, innovation, and hands-on and first-person experiences.

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Martial Arts Education Columnists



Reality Check
Peyton Quinn—*NAPMA EZ Defense Expert*
Dealing with Aggressive People, Part 1



Fitness Kickboxing
Jim Graden—*Founder, UBC*
Applying Martial Arts Principles to Fitness



Fitness Track
Keith Yates—*Instructor, University Professor*
Is Resistance Training Safe for Children?



Classical Thought
Douglas Adamson—*Multiple School Owner*
Motivation. Or, What's Wrong with My Students?



BeyondTechnique
Fariborz Azhakh—*Martial Arts Information Professional*
My Son's Story: Saved by a Student

Martial Arts Management Columnists



The Final Word
Stephen Oliver—*MBA, NAPMA CEO*
How to Increase the Gross in Your School



School Growth Potential
Toby Milroy—*NAPMA COO*
Multiply your Print Advertising Results, without Spending Another Dime! Part 4: Anatomy of an Ad: The Headline, Part 1



The Psychology of Success
Brian Tracy—*Human Motivation Author, Speaker*
Preventing a Hardening of the Attitudes



WarriorWiz
Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
Do It Now



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



The Pinnacle of Martial Arts
Jhoon Rhee—*Legendary Martial Arts Teacher and Educational Entrepreneur*
Trutopia, Part 2



Personal Development
Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*
The Importance of a Balanced Life to Success



Your Success Coach
Lee Milteer—*NAPMA Inner Circle/ Peak Performers Success Coach*
Intuition and Prosperity: Developing Intuition



The Heart of a Student Athlete
Karl Mecklenburg—*Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*
Step Away From the Herd to Market Your Business



Expand Your Thinking
Jim Rohn—*Author and Business Philosopher*
Keeping a Journal: One of the Three Treasures to Leave Behind



Expert Tips & Tactics
Dr. Chris Dewey—*School Owner, University Professor*
Open Your Eyes

Martial Arts Professional Asks...

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Zig Ziglar—*Motivation for the Martial Arts Professional*
As the consummate sales trainer, what should martial arts Instructors do to become more effective at sales?



Tom Hopkins—*Sales Expert*
How should school owners focus on their marketing approach to improve their results?

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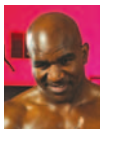
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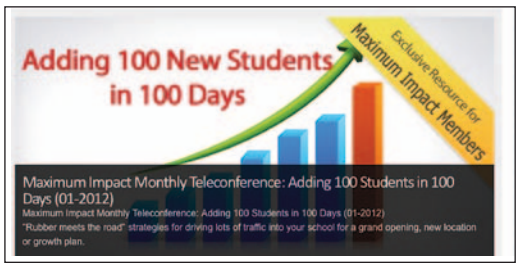
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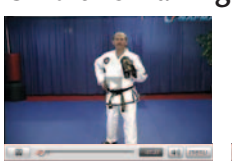
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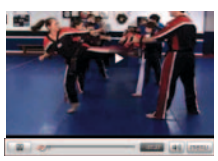
Children's Training Videos



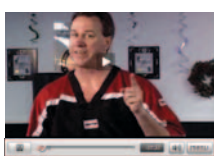
Scott McNeely — Sparring Sets, Part 1



Mark Graden — Kick Sets, Part 2

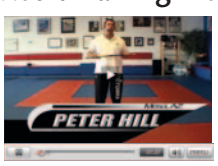


Mark Graden — Kick Sets, Part 3



Mark Graden — Kick Sets, Part 4

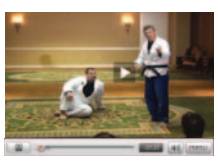
Adult Training Videos



EDGE MMA Peter Hill — GET-IT Stick Fighting, Part 2



EDGE MMA Peter Hill — GET-IT Stick Fighting, Part 1



EDGE MMA Carlos Machado — Prevent the Passing of Guard, Part 1



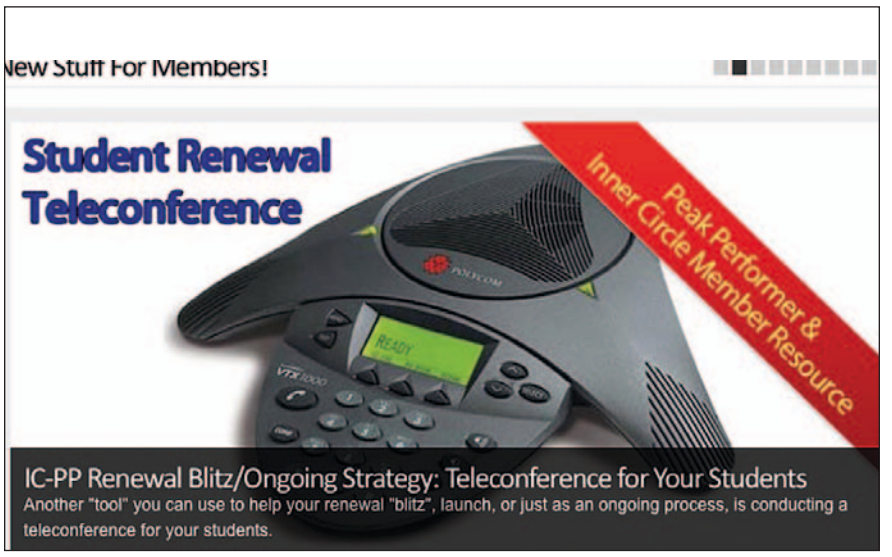
EDGE MMA Carlos Machado — Prevent the Passing of Guard, Part 2

COMING SOON: Interviews with NAPMA Inner Circle Members Shawn Harvey and Robert Blum. PLUS interviews with Pat Worley, Jhoon Rhee, Bill Clark, Keith Hafner, Buzz Durkin, Jeff Smith, Greg Tearney, John Worley and more...

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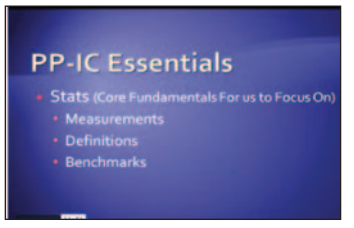
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Sales Strategy and Overview 1



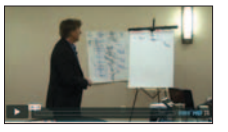
Sales Strategy and Overview 2



Sales Strategy and Overview 3



Sales Strategy and Overview 4



Sales Strategy and Overview 5



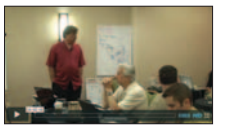
Intro Outline



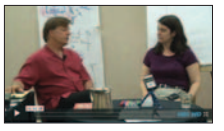
Objections 1



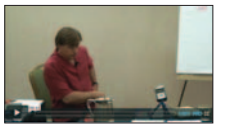
Objections 2 (Social Proof)



Objections 3 (Scripting etc..)



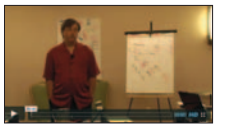
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Marketing Strategy and Tools

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NAPMA News

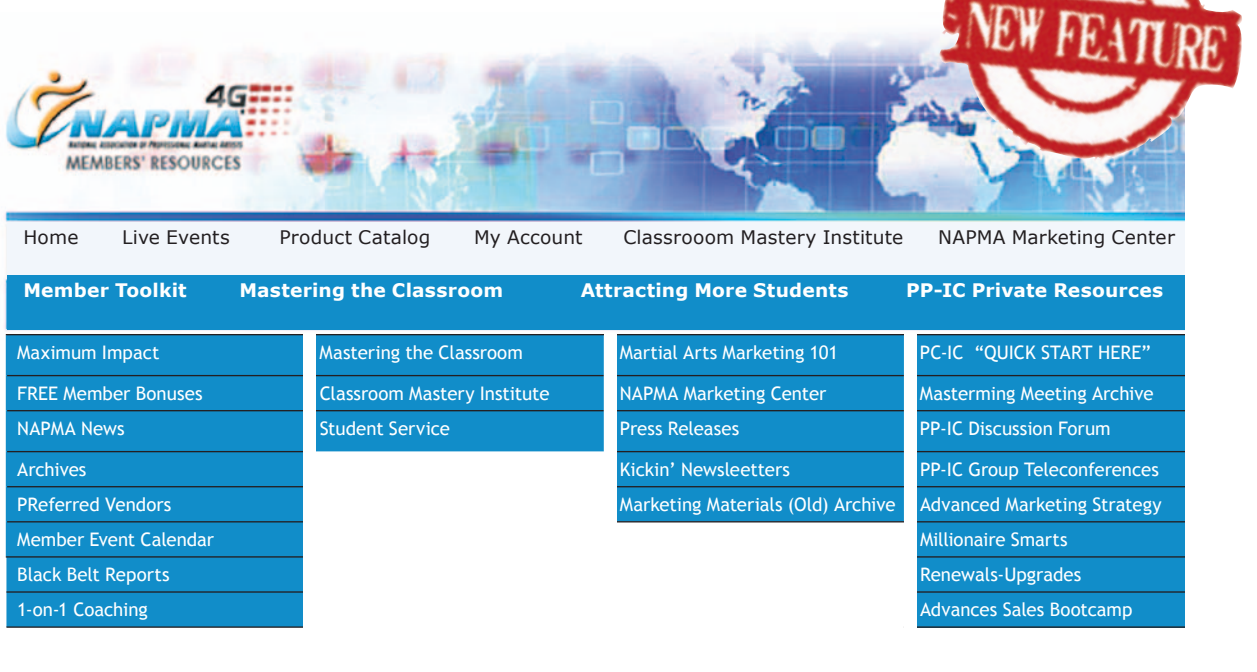
NAPMA Revamps and Expands Member Website Feature and Information

In our continuing quest to bring the very best information about school success to members, Stephen Oliver, CEO, and Toby Milroy, COO, and the staff and experts of NAPMA have completely re-engineered NAPMA.com.

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"Joining the MHK franchise was the best thing we could have done. We increased our gross to become a $500,000.00 a year school."



Sascha Williams

Dear Fellow Martial Artist,

We operate our Karate school as a family. Myself, my wife, and our three adult children. Teaching Ed Parker's Kenpo Karate for almost 30 years now, I was originally content having a few small schools in California (this was before I met my wife).

As our children became teenagers and started actively teaching at our schools, my wife (who originally opened and operated the Fresno school) and **I had two goals**:
1. Provide an opportunity for our children to prosper, and
2. Grow at least one of our schools to be a large school that we would operate as a family.

In 2008, we decided to become a Mile High Karate Franchise. What attracted us to the idea was the fact that **Stephen Oliver's schools (which we visited several times before committing) seemed to be very effective in getting parents of students to make Karate an absolute priority**. We were astonished that parents were willing to pay $200-$400 per month for just one of their children for Karate class, and to commit to six-year Black Belt programs. We wanted to learn how to accomplish that. To be able to get parents to truly understand the value of earning a Black Belt was what we wanted to accomplish, and we did.

I have to say that joining the MHK franchise was the best thing we could have done. We *increased our gross to become a $500,000.00 a year school*. To keep that in perspective, our school is in Fresno, California, which is NOT an affluent city (median income of $45,000.00, with a 16% unemployment rate), with other Karate schools in town charging less than half of what we do.

One of Stephen Oliver's strength lies in getting studio operators to stay on goal and to stay excited about improving themselves. We are proud to have become one of the top schools in the MHK Franchise. The systems that we have in place are simple but effective, and with the help of Stephen Oliver as well as Jeff Smith we can honestly say that **becoming a franchise is the best thing we ever did**.

Thanks,

Sascha Williams

Learn More!

Learn more about joining this powerful team of high-performing school owners.

MileHighFranchise.com

A Paradigm Shift and NEW Records...

School Owners "Blown Away" During Disney World Visit and High Level Training

What a wonderful experience. Behind the scenes through the employee areas, a tour of history and expectations of quality service, and a day of what's happening at Disney for the highest possible "guest" service. For 60,000 employees it's "On-Stage" and "In Costume" with the "Boy or Girl Next Door" grooming to make sure every family has a "Magical Experience" sprinkled with "Pixi Dust." We also had a fabulous session with U.S. Open Promoter and Disney Cast Member Mike McCoy about Disney lessons applied to the Martial Arts Industry.

NAPMA Inner Circle members went behind the scenes at Disney World to see first hand a world leader in customer service. Later this year (October) in California they'll attend a Disney Institute seminar about the "Disney Approach to Service" Many had a "Paradigm" shift in thinking about the cleanliness of their school, about "little touches" to improve the student experience, and systems implementation to improve student experience.

Our closed door meetings covered school operations ranging from ways to FLOOD member schools with new students to massive improvements in student achievement. Our Inner Circle Roster this year include multi-million-dollar chains of schools ranging from family-oriented Tae Kwon Do schools,

> *"I was about 83 percent on my close rate, and then after coming back from the [Inner Circle] training, and though with the rest of the month,*

transported after-school care to million=dollar MMA, Krav Maga, Soft-Style Kung-Fu and Tai Chi, and Cardio Kickboxing facilities.

Inner Circle and Peak Performers members report new all-time record cash months following their return from this incredible meeting. Stephen Oliver facilitated the highest level schools — the "Inner Circle" — through two focused days of "Master-Mind" meetings, sharing each other's success stories of the previous years and "rolling up their sleeves" and solving each other's staff, marketing, and retention challenges.

The Peak Performers learned from NAPMA COO Toby Milroy during day one the systems for sales effectiveness, and the structure and outline of an effective sales system and upgrade structure. During day two, NAPMA CEO Stephen Oliver walked them A-to-Z through the incredible "Renewal Blitz" to short-term six-figure results. He explained in detail the system that creates 80-90% conversion results from enrollment to upgrade, along with systems to insure a steady flow of new students.



▲ *NAPMA Peak Performers learn how to double their incomes in 2012 from the Mile High Maverick himself, NAPMA CEO Stephen Oliver.*



▲ *Peak Performers who did 30–50 enrollments in the previous month sharing their techniques.*



▲ *NAPMA Inner Circle and Peak Performer members build a marketing plan for attaining 30-plus enrollments per month.*





▲ *The Martial Arts Millionaires: NAPMA's Inner Circle. Sharing best practices on student retention and improving student value, facilitated by Stephen Oliver.*

◀ *Peak Performers Q &A with Master Toby Milroy, NAPMA COO, and Stephen Oliver, NAPMA CEO.*



▲ *"Behind the Scenes at Disney" — U.S. Open Promoter and Disney Lead Engineer Mike McCoy and Stephen Oliver discuss service secrets of the Disney Organization.*





▲ *Discovering Roy Disney's role in the growth of the Disney "Culture." Learn how you can participate in the fall "Peak Performer and Inner Circle" Disney Experience at NAPMA.com/privatecoachingsession*

▲ *Witnessing "real life" examples of outrageous customer service in action!*

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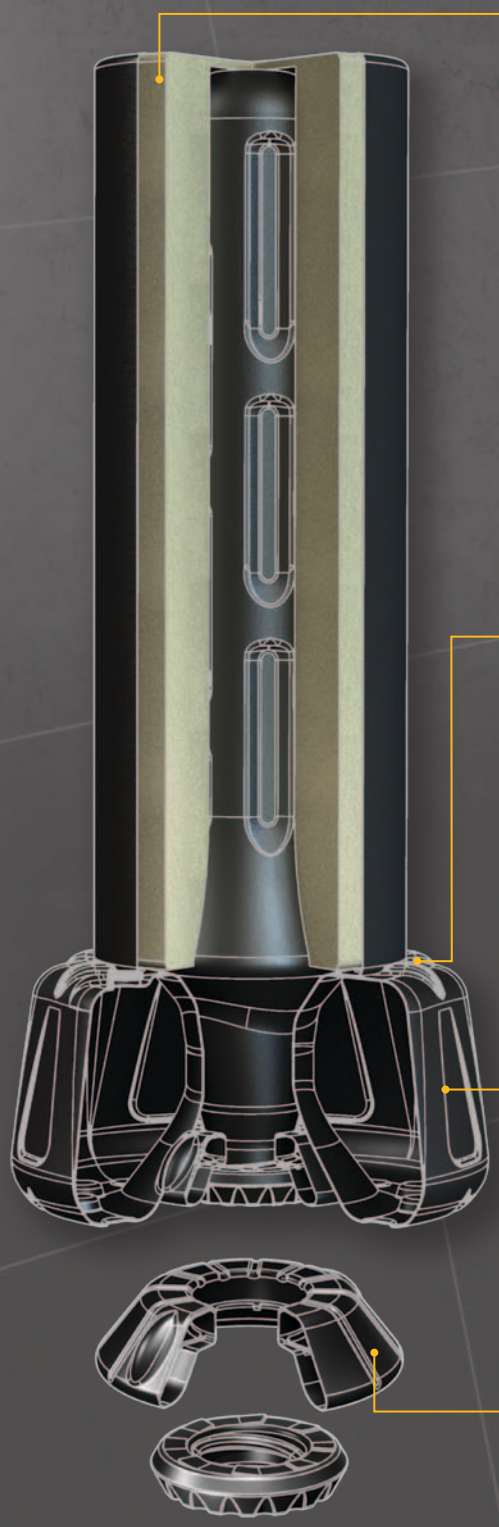
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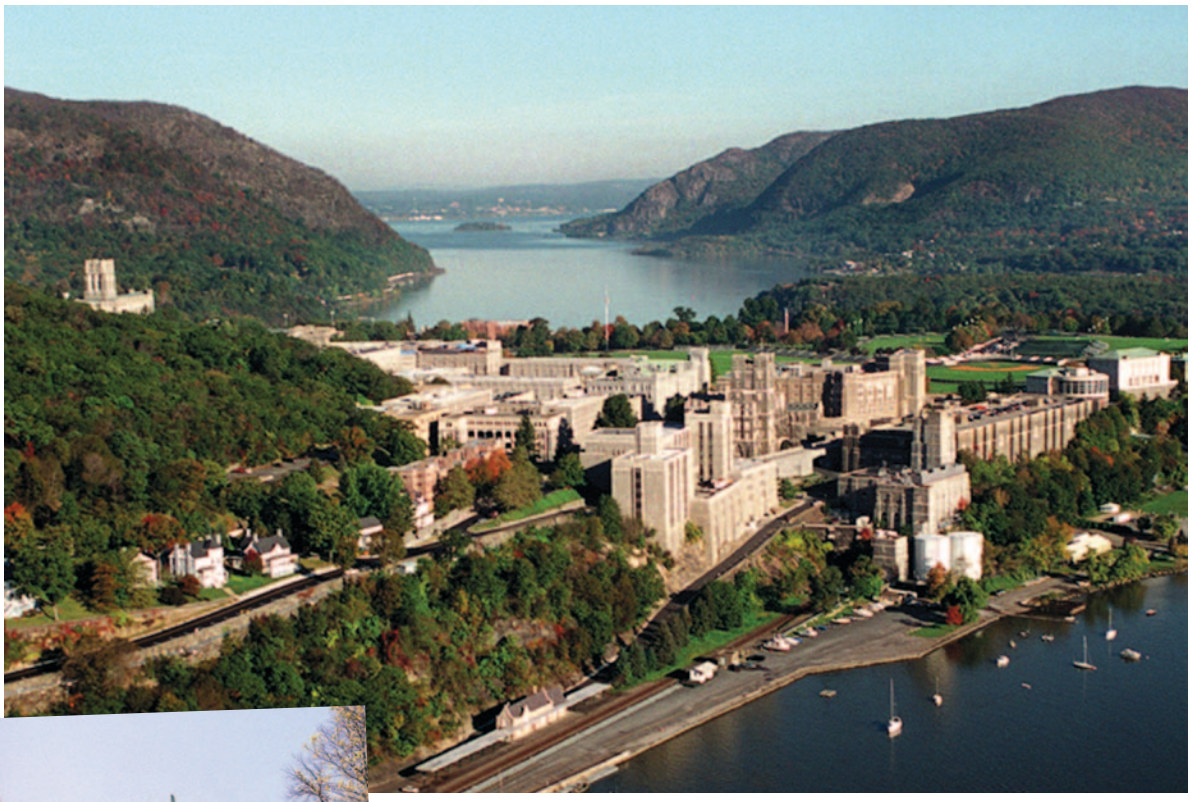
More CEOs than Harvard?

By Stephen Oliver
NAPMA CEO

In May, the NAPMA Peak Performers and Inner Circle went "behind the scenes" at the United States Military Academy at West Point. Why West Point?

Well, how about this:

Renowned as one of the world's preeminent leadership development institutions, West Point's mission is to educate, train and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor and Country. The student body, or Corps of Cadets, numbers 4,400. Each year approximately 1,000 cadets join the "Long Gray Line" as they graduate and are commissioned as second lieutenants in the U.S. Army.



▲ *West Point Military University, the pinnacle of character and leadership development.*



▲ *Battle Monument.*



▲ *Learning to successfully manage situations under incredible pressure test the leadership ability of each cadet.*

Why did we visit West Point?

Well, a key element that I teach our members is to move their school to *higher and higher* levels of value. To really *revere* what we can accomplish for a student and to increase the value of the outcome for all students.

I've coached schools ranging from Krav Maga, Cardio Kickboxing, and MMA, to Kids Tae Kwon Do programs, to develop *really* robust leadership training and to teach the highest levels of character and personal responsibility.

We were joined by million-dollar-plus school owners ranging from MMA to transported after-school care, and coached by leaders from West Point, along with former World Champion Jeff Smith and former Martial Arts Instructor for West Point, Master Don Southerton.

Our Mission?

Radically improve the student experience while dramatically improving the profitability as well as prestige of each of our Martial Arts Schools.

It's repeatedly shown that schools that focus on the "Total Person" and develop mental and emotional skills far beyond purely athletics are the schools that ultimately excel.

Who are members of the "Long Grey Line?"

They include Dwight D. Eisenhower, Ulysses S. Grant, William Tecumseh Sherman, George S. Patton, David H. Petraeus, Brent Scowcroft, Barry McCaffrey, Buzz Aldrin, William Westmoreland, Alexander Haig and more CEOs, Congressmen, Senators, and ambassadors than we could possibly list.

The institution was recently recognized by *Forbes* magazine on August 24, 2009.

"How West Point beats the Ivy League"

Most college students, we think, do not march to meals. A goodly number of them drink into the wee hours, duck morning classes and fail to hit the gym with any regularity. But Vetter, 21, is a cadet at the U.S. Military Academy in West Point, N.Y., where college life is a bit different.

According to students, alumni, faculty and higher education experts, the undergraduate experience at West Point and the other service academies is defined by an intense work ethic and a drive to succeed on all fronts. "We face challenges and obstacles that not every college student has to face, but we are able to be competitive in all the different areas, from sports to academics," Vetter says.

"I think I got a lot out of it," says Joseph M. DePinto, USMA class of '86 and chief executive



▲ *NAPMA Inner Circle and Peak Performer members will experience the deep culture required to cultivate true leadership skills. Learn how you can learn the highest level leadership along with the top 1%.*







▲ *Excellence is the order of the day and we'll be exploring these proven strategies for creating world class leaders for the benefit of our students.*



▲ *The "process" of creating this level of excellence will be invaluable to our attendees.*

of 7-Eleven. "Just the discipline, the approach I take to leadership, the understanding of the importance of teamwork. All of that stuff I learned at West Point, and I think that's what helped me be successful."

Frankly, much of our meeting time was focused on improving student retention, increasing our marketing results, and dramatically improving the classroom experience. Our Inner Circle members have been hitting new all-time records this year already and expect this lesson in leadership and educational excellence to help them hit new highs of student service and excellence.

In a short essay about Leadership Lesson from West Point, noted business author Jim Collins, makes the following observations:

"In 2005, I had the privilege of visiting West Point for a gathering of leaders from business, social sectors, and the military. One of my hosts, a captain in the U.S. Army, had obtained an M.B.A. after graduating from West Point. "What most surprised you about business school after your West Point experience?" I asked.

"The misperceptions my M.B.A. classmates had about Army training and its relevance for leadership outside the military," he responded. He then described a debate that had erupted in one of his classes, and how one of his classmates had challenged, "In the Army, you don't really need to lead because soldiers are so well trained to follow orders."

If leadership exists only if people follow when they have the freedom not to follow, I thought perhaps his classmate had a point. After all, civilian life does not have the same clear chain of command as the US Army. When I pushed on this point, the captain responded that, yes, the Army has a clear chain of command, but Army leaders face one giant reality that business leaders rarely face: "In business, if you make bad decisions, people lose money, and perhaps jobs," he said. "In the military, if you make bad decisions, nations

Watch and Learn!

We expect this Inner Circle and Peak Performer's meeting to truly be a life-changing transformative experience for our members. It's only open to our members. If you are running a school from $200,000 a year to Multi-Millions this can be a huge opportunity for you. If you'd like to learn more visit NAPMA.com/PrivateCoachingSession for a free school consultation and overview of this program.

To view the full episodes, go to and bookmark NAPMA.com

NAPMA Inner Circle Member Shawn Harvey — From Part-Time to $429,437.88 in 36 Months

Harvey Shares Secrets of his Success from the Island Nation of Burmuda



Inner Circle Member Sean Harvey at a local Elementary School Community Outreach Event.

NAPMA CEO, Stephen Oliver, spent an afternoon talking with Inner Circle Member Shawn Harvey. The incredible success story of Master Harvey's 360 Success System happened on an island 65,000 in Bermuda. This ingenious program attracts participants by targeting the weight loss market and then converts them into successful coaching students.

Stephen Oliver: Shawn, let's share little bit of your background. Until fairly recently, you were a full-time insurance industry executive. Tell us little bit about your martial arts background and how you decided to turn this into a fulltime career?

Shawn Harvey: In 2002, I brought Small Circle Jujitsu to Bermuda, and from 2003 to 2007, I was teaching martial arts part time. I was a NAPMA Maximum Impact Member at that time. I knew that this business could blow up because I saw the rich information that you provide. In Bermuda, martial arts had never been a viable business before. We were making about $8,000 a month and that was in 2008.

Stephen Oliver: So, tell us about going full-time?

Shawn Harvey: We rose pretty fast. We went from $8,000 to probably $12,000 to $15,000 within two to three months. And, did $180,000 in 2009 in the first full time year.

Stephen Oliver: If you don't me sharing it since I have the numbers here, in 2010 you did $341,492.47, and in 2011, $429,437.88. Clearly, you're the most substantial school in Bermuda. What's the total population on the island that you're on?

Shawn Harvey: 65,000

Stephen Oliver: You were in Peak Performer for a while, and now you're an Inner Circle member. I remember sitting in one of our meetings in Orlando. You stood up in the middle of somebody else talking and slapped yourself on the forehead and said, "I cost myself a quarter million dollars." Do you remember that? What was that all about?

Shawn Harvey: What happened was that I had a gentleman in Boston that told me about NAPMA. I was running Small Circle Jujitsu and I knew how to stop a punch from coming towards my face, how to move, how to do a takedown, all that sort of stuff, but that's not how you run a business.

After I heard about you — and I waited a year — I said to myself, I can teach this stuff, no problem. But, running a business is about finding out what your market is looking for. Once I actually joined NAPMA, the Maximum Impact Materials came. I mean it's so much information in that package that if you're unable to make $10,000 in growth instantly, something is wrong. Because you get the edge, you get the extensive training, the newsletter, and so many tools it's incredible.

I've learned over a period of time that the stuff that NAPMA's Maximum Impact provides is real. I mean I'm not BS-ing here. This is real. I had to apply myself. I had to work. I had to be hungry for it. My goal was to be highly successful.

But the thing is that NAPMA helped me. I mean it could have been an organization that was just looking to take money, but it wasn't. It was a win-win. Here's the information and what you're paying for is a no brainer in comparison to what you're going to make. It's just a drop in the bucket to be honest with you. So, you know, I would never have traded my NAPMA experience. I think you have to be nuts to not want to join NAPMA. As I said before, we only got 65,000 in Bermuda and what we make in one month I used to make all year.

Stephen Oliver: Let's talk about your 360 program and really this is, in the simplest terms, a women's cardio kickboxing program. Let's talk about how this has unfolded, I think just that part of your business is going to be a million dollar business this year.



Sensei Shawn Harvey, Bermuda Small Circle Jujitsu, is gunning for $1,000,000 in 2012!.

Shawn Harvey: It started out as a fitness kickboxing program and by itself makes a lot of money,



Even with small circle jiujitsu's challenging and intricate techniques, Sensei Harvey has applied our NAPMA strategies to create a highly profitable business and great quality students.



Congratulations for a job well done.



Retaining respect and discipline in a high volume school is essential.

but it's not long term. Fitness Kickboxing has a high turnover because ladies are being bombarded with so many different weight loss products and information. So you want to be very careful that you don't turn your martial arts school into a fitness kickboxing school. That's a big mistake because the turnover is high.

What we've done, we repositioned ourselves and we target marketed what the gyms don't do. The gyms only focus just on the physical part of the workout. So you just go to the gym and you just work out. You don't have a coach and you have nobody helping you to get to your goals.

So I came up with 360. Basically, what we're doing is turning around people's mindsets. When they came into the school or they're seeking weight loss, they're doing it mainly for vanity purposes only. They're trying to look good in the mirror. But eventually, if you want true success, you've got to go beyond that. It starts out with weight loss and then we change their concept to what true success is, which is 360.

Then we said that hey, we're going to create a system, a success system that's going to help ladies truly become successful in all areas of their life, and that's what's going to help you keep the weight off. So we came up with our 360 Success System.

What we did was reposition ourselves as success coaches. The registration fee is $200 plus the first month tuition of $297, and the monthly tuition is $297.

We bring them in and run them through a fitness evaluation. They do a step test, we take their blood pressure and do BMI. We're building value as coaches. Then we sit down with them and discuss their goals that we're going to be targeting in the next three to four weeks. At that time, we tell them that this is not the main program, this is just to see if they're "coachable."

So, in the next four weeks, if you are "coachable," and if your attendance is at an A level, and you're coming to class on a regular basis, THEN, we'll discuss the main program. That's if you're participating consistently. We have fitness evaluations every ten weeks. We have an assessment card that we give our clients so that they can tell if they're hitting their goals or they're improving. We make regular recommendations. We'll let them know that they need to hit more kickboxing classes or need to work on in resistance bands class or need to eat healthier foods or drink more water. We started to give them recommendations.

Stephen Oliver: And now you actually have an upgrade from there, right? So what's next in your program?

Shawn Harvey: Well, the next thing is the coaching. We give them a call and get them in for a meeting. We'll say these are the things that we're seeing and in the initial introductory meeting, we ask them what are the two things where you want to see an immediate change. That's what we talk about in our upgrade meeting.

Then we say, we noticed that the two things that you mentioned have seen improvement in those areas. They have all the lesson plans that we give. We give weekly lesson plans for the people in our basic 360 program and we also give lesson plans for people in our coaching programs. It's given every week. We hand it to them.

Once we explain all of that, we go over the goals and why this is so much more important to them, they upgrade. Our upgrade is $497.

We have the checkpoints in the

Continued on next page

HARVEY, *continued from previous page*

martial art program. At first we didn't have the checkpoints in the fitness kickboxing. Now, we do and we do that with our fitness evaluations. It made a huge difference.

Stephen Oliver: So you bring them in at $297 a month. How quickly are you upgrading them into $497 a month?

Shawn Harvey: We're doing it within ten weeks or less, or we try to do it at their next fitness evaluation, at the latest.

Stephen Oliver: Well that's fantastic. Now, what kind of resistance are you finding? I know a lot of people would be listening to this and it's sunk in that you're charging probably at least triple, maybe quadruple what most schools charge for their fitness kickboxing class.

Shawn Harvey: Right.

Stephen Oliver: And of course, you said it before, but you've got to not do what the gym is doing. This is where I think a lot of schools went sideways in the adult market in MMA and fitness kickboxing: I think school owners miss that all students, no matter what their age, really stay with you for the same reason. What I mean by that is if I look at the seven-year-old market, mom or dad know that they're looking for confidence and discipline and focus for their child. If you advertise and promote those things, the parents respond even though the child probably would not respond to that. The child wants all the exciting stuff. And then on the women's market and the men's market, I think are both very similar but what the women respond to initially is they want to lose weight and look better. Is that a fair thing to say with your experience?

Shawn Harvey: Right.

Stephen Oliver: Once they come in, they realize that their fitness is dependent upon goal setting, it's dependent upon better discipline; it's dependent upon having a support group; it's dependent upon a better diet as well as the workout program. So, now they start to see that those broader benefits are very important. You've got to point it out to them, but they start to see that it's all the same skill set that you help them develop through the martial arts program. It can be transferable to developing their career, developing their financial life, becoming wealthier, becoming happier, and having better relationships. That's ultimately how you move up the value chain. Is that a fair summary with what you're doing?



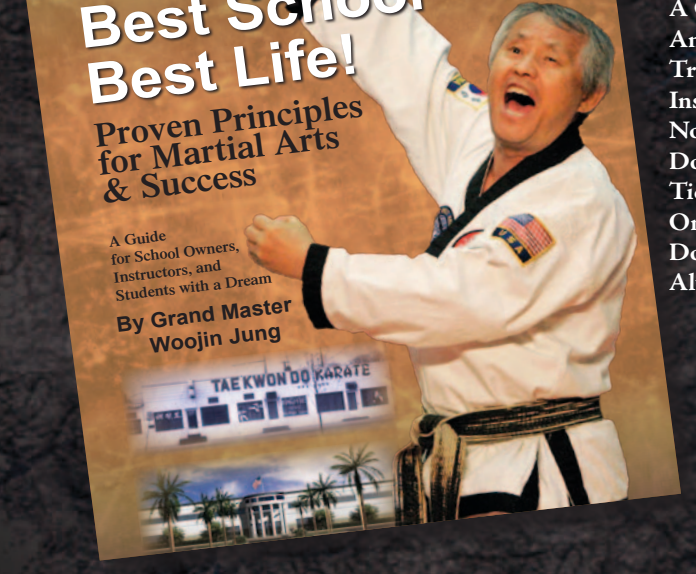
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Shawn Harvey: Yeah, that's perfect, that's excellent. That's exactly what it is.

Stephen Oliver: So it's something for everybody to anchor in is this: The "bait" to get them in the door, if you will; the advertising you have to use; the approach you have to use to get them in does vary between the kid's market and the adult male or adult female market. But ultimately, the long-term structure of the program, the long-term outcomes, the long-term reason for somebody to be with you is the same thing — success. ■

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MILE HIGH MAVERICK:

Your Style is NOT a Marketing Tool — Your Prospective Students Don't Know (and Don't Care)

A few weeks back, I took the trek to the computer store. You see, one of my laptops broke, and Jodi needed a new one — right now! — for college and other reasons.

I strolled up to the laptop section and immediately encountered the ultimate techno-nerd. When asking about the various machines, he immediately launched into a long conversation about megahertz and gigabytes and AMD vs. Intel. Although I consider myself extremely computer literate, it was amazing how quickly I found my mind wandering and my interest waning.

This isn't an uncommon phenomenon. Think about any somewhat technical purchase and you'll understand what I mean.

Ever had the stereo salesperson explain in excruciating detail the watts, distortion ratio, peak RMS, etc., etc., when basically you wanted an easy-to-install, loud-enough, extremely deep base and clean sound for your home-theater music?

Or, you go to buy a car and immediately start getting technical details about the suspension, engine and the ignition system. I don't know about you, but, what I'm interested in mostly boils down to a few questions about a car. "Do I like the way it looks?" Does it go real fast? And, "Will hot women like it?" Sound familiar?

Now, don't take this personally, but, almost every martial arts student prospect ends up having to negotiate a ridiculous monologue about how incredible your martial arts style is. How it was brought down from the hills of China (or, insert Korea, Japan, etc.) and personally handed down father to son, father to son, until ending up in your possession.

When it comes to your style of martial arts, it's really important to step back and understand one important fact. Your student prospects are there because of *their* needs, not yours, and, in the vast majority of the cases, they don't know Tae Kwon Do from Aikido from Kickboxing. They have their own interests and their own concerns.

In almost every case, they know little or nothing about different styles of martial arts, and, frankly, could care less. The more you explain the intricacies and details about your unique style and curriculum, the more their eyes glaze over.

Certainly, each prospect is different, but generally they do want hear about:

"How will your teaching process be fun and keep me or my child interested and motivated?"

See **MAVERICK**, *continued on next page*

STEPHEN OLIVER NAPMA CEO



Stephen Oliver, MBA and 8th-degree Black Belt, has been training as a martial artist since 1969 and operating professional schools since 1974. He's run a multi-million-dollar school operation (Mile High Karate) since 1983, and has been a former EFC Board Member and former NASKA World Tour Promoter. He is the leading consultant and coach to professional martial arts school owners in the world.



MAVERICK, *continued from previous page*

"Will you help my child feel more confident and deal with the neighborhood bully, without becoming one himself?"

"If at some point it's necessary, will I be able to defend myself?" (Remember, that means he wants to be able to repel any attacker without ever having to really "fight.")

"Will I be comfortable with you and with the other students in your school?"

"Will this be safe, or am I or my child at risk of being hurt?"

Think this is heresy? Do you think that your students flock to you because of your incredible style of martial arts and your unimpeachable lineage?

How about this? Think about the last time it happened to you. You meet an instructor at a martial arts business convention, seminar or at a martial arts tournament. You make the mistake of asking, "So, what do you teach?"

And immediately, he or she launches into "The Monologue," explaining who his/her master instructor was, the history and evolution of their style, and, the intricacies of what's unique about their patterns, structure or defense strategies.

Okay, you're a martial artist. Even one who's a professional. Let me ask you? When this happens to you, how long does it take for your eyes to glaze over? ■



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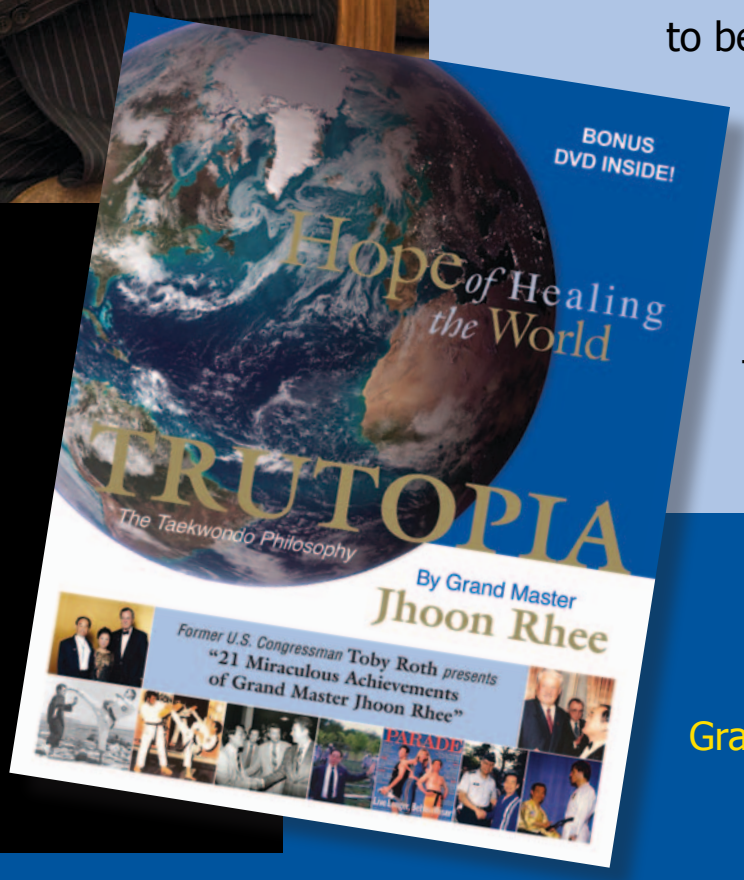
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Stephen Oliver, MBA
THE Martial Arts Mar keting Expert; Founder, Mile High Karate; CEO, National Association of Professional Martial Artists; Publisher, *Mastering the Martial Arts Business* and *Martial Arts Professional* Magazines, Evergreen, Colorado

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Dear Fellow School Owner,

I know what your life is like as a school owner. I have been running my own schools since 1975 — and, unlike most — never really had any other job or career other than running a school.

Every day as a school owner we have to grapple with competing priorities and struggle to remain true to our martial arts roots. All the while you work to create a successful business and a worthwhile career.

If you haven't had the success that you want from owning a martial arts school, or, if you've done well but are ready to take the next step to join the top 5%, then — just maybe — it's time for you to take the ultimate opportunity to Master YOUR Martial Arts Business – not just your art.

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First:

Enroll enough students. A single school location needs 20 to 30 new students each and every month to grow and thrive. Are you hitting or exceeding those numbers?

If not, I guarantee that by the time you leave my bootcamp you will have more than enough tactics and strategies — including step-by-step "plug and play" systems for filling your school each and every month.

Second:

You must charge a reasonable tuition rate — up front. Now, I don't know what you are charging. In my schools, new students pay $259 per month.

What are you charging? If you are not receiving that tuition rate, or are afraid prospective students will balk at that amount of tuition, then you need to learn to create the perception of value for your students — and their parents. This is more that just teaching an exciting INTRO Class. At my bootcamp you will learn to create a high perception of value — value that makes your competition irrelevant in your prospect's minds and creates the confidence to charge — and receive — what your program is really worth.

Third:

You must have an upgrade system to move students up through higher tuition rates. At my schools, we move students to Leadership at $497 or MasterClub at $349 within 8 to 16 lessons (that's 1 to 2 months). Often, this results in a PIF at $15,000 or more.

Do you have a system in place that progressively upgrades students and maximizes your return? If not, you will learn how to accomplish that at my bootcamp. PLEASE TURN TO NEXT PAGE ➔

Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp
August 16-18, 2012, Golden Colorado
www.MartialArtsBootcamp.com ■ 1-727-540-0500

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www.NAPMA.com/privatecoachingsession

What Will be Covered in this Bootcamp?

Extraordinary marketing strategies for creating new students including:

- The Lazy Man's way to consistently huge enrollments!
- Complete Referral Systems. Every way to generate a student from within. Systems that produce (this month, this year) 30 to 50 enrollments a month at little or no cost and minimal labor.
- Events and proper operation and structure.
- Buddy Opportunities.
- Birthday Parties A–Z.
- Exam Extravaganzas: Filling the Bleachers.
- Passes and Handouts.
- Networking to organizations, businesses, and schools.
- Proper pre-frame for referrals.
- Target-market free flyer distribution of 100,000 to 250,000 for the cost of printing alone (maybe not even that!).
- Facilities, signs, and other non-trivial issues.
- Telemarketing Issues.
- Broadcast Voice Mail.
- Broadcast Fax.
- E-mail Automation Systems.

What to do to create a virtual FLOOD of new students if you have little or no money!

- Gym class structure: Gym teacher for the day.
- Registration processes.
- 6-class format.
- Personalization and mass enrollments (25–40 in a single day).
- Day Cares.
- Scouts.
- Many other affinity organizations and creating internal opportunities.
- Ongoing referrals from schools, private schools, day cares.
- Follow-up on prospect database.
- Telemarketing issues.
- Mail follow-up.
- Continual maintenance of prospect pool.

What you do and don't want to do, or stuff I wish I knew in 1983.

- Things to avoid at all costs.
- Only if you are desperate.
- Issues to avoid getting sucked into this trap.
- Using your internal resources and contacting their clients, friends, associates.
- Telemarketing.

Expensive and Easy.

Developing MULTIPLE flows of prospective students at the "right" cost. Most successful schools have to move to a mix of these opportunities sooner or later.

- Television spots and infomercials.
- Radio spots and infomercials.
- Mini-infomercials.
- Newsprint (real newspapers, not weekly throwaways).
- Ad design.
- Response elements.
- Highly responsive ad copy.

Finally:

You must have staff and systems in place to ensure that your Marketing, Sales, and Motivational Teaching systems happen consistently and predictably. How's your staff development? Is your school systematized? We will cover this in depth, and you will leave with new systems and management methods ready to insert into your school the day you arrive back from this incredible event.

All of that really sounds simple, doesn't it?

We both know that there is more to it than meets the eye.

My initial professional education for marketing a martial arts school came in the late '70s and early '80s in Washington, D.C. While a branch manager at the **Jhoon Rhee Institute** I studied methods and systems used to fill nine locations. I also spent huge amount of time at the Library of Congress, reading marketing classics by such men as **Claude Hopkins, John Kennedy, David Ogilvy, John Caples,** and others that you've probably never heard of.

Next, I moved to Denver and opened five schools in 18 months with just $10,000. That was 1983 — 20 years ago — and since then, I've run one of the largest and most successful school organizations in the country. Over the years I've spent literally MILLIONS in advertising dollars, and through trial and error, have discovered what really works.

In the process, I've continued studying the various "experts and gurus," including people like **Jay Abraham, Gary Halbert, Dan Kennedy, John Carlton, Jonathan Mizel, Corey Rudl, Joe Sugarman, Ted Nicholas** and many others.

Guess what I've learned from all of them?

What I've found is that the only route to success is "test, test, test." Trial and error — millions in media buys later — is the only true route to knowing what will work for you and me — and for our martial arts schools in today's economy.

Well, you have two options to accomplish similar results:

You either spend $200,000 to $250,000 PER YEAR for the next 20 years — keeping copious records — and let a bevy of marketing experts and MBA's and Ph.D.'s study the results and help you draw conclusions.

OR you attend my Ultimate Martial Arts Marketing Bootcamp and let me lay it out for you — step by step and "plug and play." Nothing will be held back — all my secrets and discoveries will be laid out for you to explore for yourself.

Now, I know what you may be thinking...

I know what I would be thinking — "Gee, this all sounds great — but how do I know you are for real?"

Well, you really don't have to take my word for it.

In past bootcamps I've had many of our industry leaders attend for their own development, and in some cases, to contribute as well.

Who? **Tommy Lee, Tim Kovar, Joyce Santamaria, Bill Clark, Jeff Smith, Joe Corley, Chris Rappold, Sergio Von Schmeling, Dave Shirley,**

PLEASE TURN TO NEXT PAGE



An excellent Bootcamp! You provided the most impressive representation of Martial Arts success I have ever seen in one place. I originally attended your Boot Camp because you are one of the rare individuals who has experienced the fortunes and pitfalls of being a multiple school operator.

Master David Shirley
7th Degree Black Belt
Villari's Martial Arts Centers

Your Bootcamp offered a group of mentors that had been there and done it, more importantly, with great success. I want to hear ideas and concepts that others are using and are having success with and your Bootcamp more than provided us with that. You seemed eager to push and motivate us to greater success and I again want to thank you for that.

Joe Priole
Champion Martial Arts Center



I got some awesome information I'm going to come back and use in my karate studio. I know for sure that we can make easily an extra $100,000 next year. Easily. I would say, for sure, double the price on our tuition.. I think this was awesome, well worth the trip from Canada.

Lamonte Kersey
Mr. Kersey's Karate School
889 Lawrence Street, Windsor, Ontario Canada N8Y3Z6



"If you miss this Bootcamp you are in big trouble. The people who attended this bootcamp last year added $200,000-$250,000 — and, in one case $300,000 — in a single year! Where else can you get that kind of return on your investment?

Jeff Smith, former PKA World Champion, three schools in Northern Virginia



I attended your last bootcamp, somewhat skeptical, but willing to learn. I came away with a whole new understanding. So many ideas, new technologies, new systems — it boggles the mind. I took 16 pages of notes on my laptop presentation and another 5 pages on my PDA.

William "Scott" Kifer
8th-Degree Black Belt
President of USA Karate, Inc.

I've read headlines like this all of the time from people promising to teach the secrets to making lots of money and how to get tons of students into your martial arts school.

Well, after researching most of them, none of them were what they said they were, except one:

Master Oliver, let me say that this is my headline in describing your "Extraordinary Marketing Course". As you know, I discovered this course while on travel in Brazil, and the rest is history.

I could talk for days about how your program has changed my business.



At the Ultimate Martial Arts Marketing Bootcamp, I felt like I was in some type of secret organization that is revealing the secrets of success only to a chosen few. I mean, I literally sat at a table with 5–7 Martial Artists who had been running schools for twenty to thirty years and were all Millionaires. They openly talked about what it takes to make millions with a Martial Arts School, what to do and how to do it, and basically laid out everything for you to do. Where else on earth are you going to get that?

There isn't a platform that I know of in the Martial Arts Industry that is open to the public that allows the type of "up close and personal" networking the Ultimate Martial Arts Marketing Bootcamp offers.

Yes, I've achieved GREAT success with your course. Yes, I want everyone to attend your Bootcamp. Yes, I will support EVERYTHING you do, but only because what you are doing works. If it wasn't working, I would be off to the next guy claiming to have the secrets.

Lloyd Irvin
Lloyd Irvin's Martial Arts
Added $250,000.00 to his school after attending the Ultimate Martial Arts Marketing Bootcamp.

Lloyd Irvin, and way too many others to list here (complete information is available at www.MartialArtsBootcamp.com if you want to verify any of this!)

What do other school owners who've paid their hard earned dollars and flown from across the U.S. or from Canada, or come from outside of North America to attend, think about my **Ultimate Martial Arts Marketing Bootcamp**? Well — I have included just a few of their comments here. I'd be happy to send you an audio tape or video of their results and comments.

What should you do?

Call my office right now at 1-727-540-0500 extension 202 and ask Bob if you can still reserve a spot for this exclusive event. We'll be happy to budget the tuition over a few months, or give you a discount if you register early.

I look forward to helping you add $250,000 or more to your revenue in the next 12 months!

Sincerely,

Stephen Oliver

Stephen C. Oliver, MBA
8th Degree Black Belt

P.S. If you register quickly, I'll even get you a **complete copy** of the "Summit of Martial Arts Millionaires" at a **$500 savings,** so you can hit the ground running and start growing your school before August. This is 24 hours of the industry giants sharing all of their secrets for multi-million dollar results.

P.P.S. This **Ultimate Martial Art Marketing Bootcamp** will also include special optional sessions — **Jeff Smith on creating 87% conversion to your leadership upgrade or, Toby Milroy Direct Response Advertising Skills - Online**. Reserve your spot early for these.

OOPS! I almost forgot to mention. You have a **100% Money Back Guarantee**. If after the first day you are not absolutely BLOWN AWAY with the incredible content, I'll refund 100% of your money, no questions asked — and you keep all of the materials and handouts. Plus, we'll even pick up the cost of your lodging to boot!

- Offers that work.
- Lead generation solutions.
- High response mechanisms.
- Headlines.
- How to generate Testimonials.
- Direct mail solutions.
- Letters.
- Postcards.
- Sample formats.
- Mailing list selection.
- Endorsed mailings.

Maximum money in the minimum time.

- Mastering 70-90% conversion Lead-to-Enrollment.
- Add-ons and Upsells.
- Tuition Rate Issues: How to set the right tuition level.
- Modeling for $247 per month, plus upsells to higher results.
- Cash vs. Monthly Payments: Add $20,000 per month with no additional effort.
- The Sales Cycle.
- Effective Phone Skills.
- Introductory Class Formats.
- Hot-button Must-Cover Issues in the introductory class.
- Enrollment Conference.
- Solving Price/Contract Objections.
- High % family add-on percentages.

Income maximization.

Which do you want:
300 active — $14,000 gross/month.
300 active — $30,000 gross/month.
300 active — $70,000+ gross/month.

Setting the right price: Get what you are worth and maximize your income!

- Perceived Value.
- Asking for the Right Price.
- Testing and being at the right price point.
- Elasticity of demand and other theoretical underpinnings.
- Maximizing your revenue from each student.

Getting your school right: Maximizing your operation.

- Focus on the right issues.
- Distractions that suck money from you.
- Foolish efforts and diversions.
- Maximizing time use.

Real "insider's secrets" to a GREAT school and maximum results.

- Student retention.
- Quit rate.
- How to grow to 1,000 active students — the hard way and the easy way.
- Screening for better results.
- Intro flow creates a quality student body.
- Harvard vs. the martial arts industry.
- 96% per month — or, for 4 years?
- Loyalty is king — how to engender it.
- How to kill loyalty.
- Enthusiastic parents are made: creating your perfect environment.



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One-Minute Lesson

Create a Referral Culture

Business culture affects staff as well as customers.

There needs to be: 1) an expectation of high levels of referrals from every student and parent; 2) a view that this is a process to be managed, not left to happenstance; 3) an understanding that it is every team member's job to contribute to stimulating referrals, and; 4) a frequent, constant measurement, to hold self, staff and customers accountable for referrable productivity.

If a customer does not refer, it should be heard as an alarm bell. If a staff person never refers from outside; from family and friends, it's an alarm bell. From a management perspective, this has to be a high priority given constant attention. You get what you expect. Results that are less than what they should be must be unacceptable to you, and made know as such. Desirable results must be acknowledged and celebrated.

Then there is the culture that your customer is a part of. That expectations of frequent and continuing referrals are expected. That referrals are recognized, appreciates, and those referring are thanked and praised. This extends to the physical environment (signage, framed "Customer of the Month" display,

referred by "new student" lists), to newsletter content, to conversations with customers who have referred (intentionally loud enough to be head by other customers), to format incentive and recognition programs and to the customer feeling as if she is a valuable part of your school, part of something significant and helpful to others so that referring is the doing of good deeds. ■

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GOAL-GETTER SERIES, PART NINE
The Step-by-Step Blueprint to Achieving Your Martial Arts Business Goals

Finding the Right People to Help You Meet Your Goal

This article is the nineth in a 12-part series on the specifics for setting success-oriented goals and earning more prosperity for your business.

If you're self-employed or small business owner, then there's one commonality that we all have – a belief in self-sufficiency. At some point, we decided that we were better off working for ourselves than we were working for someone else, so we took control over our own life. We determined that our highest and best purpose in the universe wasn't punching the clock at the factory. We decided that we could serve the world better by starting a business, by serving our customers, by creating something that we perceive to be real independence and security.

That self-sufficiency is a great trait and extremely important to the entrepreneurial life. However, there are a couple of drawbacks that go along with that mindset. One of the challenges we face is that sometimes we resist the fact that there are other people we need to enlist to help us accomplish our goals.

There are a couple of reasons for that. Obviously, we have all the baggage we carry from our early childhood training. As self-employed people, we also have this mechanism in us that says, "If another person can do it, then so I can." That's an amazing ability that most human beings in the world just don't have. They just would rather someone else take care of them, clinging to the illusion of the 1950's mindset of working for IBM for 30 years and retiring with a gold watch.

TOBY MILROY NAPMA COO



Toby Milroy is a 5th-Degree Black Belt and one of the rising stars of the industry. This veteran successful school owner, multi-school trainer and facilitator, author, business coach and self-described "compulsive entrepreneur" brings expertise from dozens of outside industries back to the Martial Arts Community for the benefit of school owners all over the world. He can be contacted through **NAPMAFreeOffer.com** or **NAPMA.com**.

We who are self-employed are not wired that way. We believe that if another person can run a business, we can. Why not? We're just the same as everybody else. All those people who are more successful have the same DNA as we do. We have roughly the same opportunities in this country. So we build up this wall and convince ourselves we must be very self-sufficient.

When small business owners get to a certain level in their business, they come to a realization that they need an accountant to make sure that they're paying their taxes on time and handling their payroll. Then at some level they also realize that they need legal representation to create their corporate structure. But far too many business owners in every industry resist seeking assistance with the operation of their business because they believe that they are the expert in that area.

If I'm a hot dog vendor with a hot dog cart in Washington, DC, I'm fine with someone handling my accounting because I'm not an accountant. I'm absolutely fine with having someone help me with my legal structure, because I'm not a lawyer. But I'm a hot dog guy, right? Nobody is going to tell me how I should run my hot dog stand, because that's what I do. That's my chosen profession, and I am good at it.

What ends up happening is Hog Dog Guy has just put up this artificial wall that is actually a limitation to his own business. He convinces himself that because he is an expert, he knows everything about hot dogs and hot dog vending. There are no other people who can expand his thinking, his strategies or his systems to get much better results.

In virtually every industry the 80/20 rule applies. Basically, the top 20% in any industry claims 80% of revenue. The bottom 80% fight over the rest. It's the same in restaurants, hair salons, gymnastics academies, auto repair shops, chiropractic clinics — you name the industry, 20% of the businesses generate 80% of the revenue. If you're not in that top 20%, then there are people out there who know something that you don't know.

To grow your business to the top 20%, you need to identify the people who can help you. In today's cluttered Internet space anybody with $6 a month can put up a website and all of the sudden, become an expert. In fact, it's one of the things in the martial arts industry that has been a very negative trend for the last 6 or 7 years. When you are trying to find the true experts, look for the people who are in that top 20% doing the thing you want to do.

I'll give you an example from my own experience. About 15 years ago I went to a martial arts marketing workshop. We had a great facilitator who was a very successful workshop provider. He ran us through a group exercise of creating a marketing plan for the entire year. At the end of 8 hours, I had taken 30 pages of notes and was ready to network with many of the people in the room.

> ***The values of the people at the top 20% are that it's all about the customer. If the customers are achieving benefits from training, then that is the only standard that really matters.***

At the very end of the seminar, the facilitator passed the microphone around and asked us to describe our schools. As each person spoke it occurred to me that I had the highest grossing school in the room. While everyone in the group was very nice and enthusiastic, they all knew less than I did about how to build their businesses. The facilitator was successful at conducting workshops, but he hadn't earned his success running a martial arts school at the level I wanted to go.

It was after that workshop that I decided to seek out people who knew more than I did because they had high performing schools or multiple locations. I didn't want a formula for mediocrity. I wanted to have a proven formula for success. You have to look at the folks who are trying to teach you something and ask yourself have they really been there? Have they really done what you want to do? Have they figured out how to replicate that success with other people's businesses? If the answer is no on any of those counts, I think you're just opening Pandora's box by seeking their advice.

Now what if somebody meets all of those requirements and they really know their stuff, but you just find them to be obnoxious, or they have values that don't match yours? There are many people who think you need a good personality match to learn from someone. Do you listen to the guy you like better or the one who has been proven to know what they are talking about?

Well, that's an interesting question. What I've discovered in the martial arts industry, which is exactly the same in every other industry, the 20% who do generate 80% of the results, have a different set of values than the 80% at the bottom. The people that are just struggling to stay alive are the folks who stand back

See **GOAL-GETTER**, *continued on page 32*

NAPMA BUSINESS SOLUTIONS:

Are Your Instructors in a "Rut"?



We've all been there. We get so busy worrying about the myriad of daily "issues" we have to deal with in the school, like cleaning the floor, ordering supplies, managing the accounts, planning for testing and executing our marketing (just to mention a few) that far too often we neglect to focus enough resources on planning our classes for maximum impact.

We all agree that our students *deserve* exciting, inspiring, effective classes, but I see a tremendous number of schools who simply don't commit themselves to providing a truly exceptional "experience" for their students every day, every class.

I'm sure you've caught yourself (or your staff) teaching that form, or that kick the same way time after time after time. Human beings are "creatures of habit", it's part of our nature to "stick with what works" and get tunnel vision.

I'd argue that your students deserve more.

In our instructor training sessions, I always reinforce the fact that different people learn different ways. Some are stimulated more by visual demonstration, some by auditory processes, and others more kinesthetically. Furthermore, some people can better understand the "big picture" (global learners) while other get overwhelmed with the big picture and would rather see a small segment, and build a segment at a time (analytical learners).

So it's *vitally* important that you present martial arts curriculum in a manner that will "reach" students at all levels.

In addition to the learning modality, we also have to keep the classroom exciting, fresh and "new."

In part, proper class planning (a vital step) will help alleviate instructor burn out and class "staleness." I always require that *every* class is planned, with a *written* class planner before the instructor ever walks out onto the floor.

We hold twice a week staff meetings/training sessions. At our Monday morning staff meeting each staff member must bring their planners to the meeting for review, feedback and collaboration.

These planners will detail each segment of each class they will be teaching, noting the time allotted, the objective of the segment and the "method" the instructor will employ to teach the given material. The "method" is where much of the magic resides.

An instructor planning to teach "sidekicks" for seven minutes isn't an adequate plan.

- "How" are you going to do them?
- What part of the sidekick are you focusing on teaching?
- What are you going to do to keep it "fresh"?

It's VITAL for student retention and quality to continue to push yourself to make (even the basics) exciting and "new" even for senior students and Black Belts.

Consider the dollar value of each student in your school. If you're charging $150 a month for lessons (at a minimum, and if you're *not* at least charging $150 a month, you should consider having our team help you build your program, visit NAPMA.com/PrivateCoachingSession to see how we can help) and you have "good" retention, say 95% per month or better, that means each student is worth $3,000 at minimum.

So if you were to invest the appropriate amount of time and energy into keeping your classroom vibrant and inspiring, and you were able to keep *just one student per year* from dropping out, you'd make an additional $3,000 per year. But what we see more frequently, is that with this level of focus and utilizing these tools, we can help you significantly trim your dropout rate, thereby increasing your revenue dramatically.

At one of our annual retreats a couple years ago, I remember teaching a classroom management session, and one of our school owner made a comment that I really thought encapsulated how serious you should take your mission to keep the classroom fresh.

He said, "When each and every student walks into your school, each day they are thinking one of two things. Either they are thinking, "I'm going to drop out today," *or* "I'm going to get my Black Belt". "

Now, obviously that's a dramatization, but what a great way to think about your classes. Is this class going to get that student who's thinking about dropping out, to chance their thinking? Is it going to inspire them to want to be a Black Belt in your school?

We get so busy worrying about the myriad of daily "issues" we have to deal with in the school, that we neglect to focus enough resources on planning our classes for maximum impact.

The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.

—William Arthur Ward

At the next level, is this class going to "remind" everyone why they enrolled in martial arts in the first place, and does it "prove" to them that they are, in fact, accomplishing those goals?

Of course, each instructor is empowered with the flexibility to "adjust on the fly" in class if they feel something isn't working, or students have a particular need that needs to be addressed, but at the baseline, working from the plan is essential.

Following each class the instructor will then "grade" each section of their planner for effectiveness, creativity, excitement, and communicating value.

So, empowered with a tool to manage the delivery of the class material, the next step is to stimulate the creativity of the instructors.

One of the (many) valuable resources we provide to our members is called our NAPMA Virtual Classroom. This is a *huge* library of creative teaching techniques, activities, drills, and teaching strategies that an instructor of any style can easily adapt and use in their classroom.

Each week, in our Wednesday "Instructor" staff meeting/training session, we block out time to review the NAPMA virtual classroom teaching videos and discuss/practice integrating the strategies into our classes. What a great tool to help, even less experienced instructors, come to the class with a *deep* repertoire of creative, effective, fun and exciting class activities that have a real impact on each student. Imagine the ability to trim 10 years off the learning curve of a 'new' instructor.

In addition to "physical" teaching activities, drills and methods, we also empower your staff with weekly character development lessons and Leadership lesson with our *Words of the Week* and G.O.L.D. Team class scripts. With just a little practice, even less experienced instructors can deliver highly valuable "mat chats" and creative character education lessons in their classes.

These tools help your staff deliver consistent, fun, inspiring and high quality classes to your students, and take a huge load off your shoulders at the same time. ■

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Invention Through Vision, Part 2



The Pinnacle of Success

JHOON RHEE
LEGENDARY MARTIAL ARTS TEACHER AND EDUCATIONAL ENTREPRENUER

There are so many unanswered basic questions, especially to well-educated, modern thinking people today. I did not make myself. I know I did not pop out by accident either. Somebody made me for some reason, and I will call him the Creator.

My first question to the Creator is why did you make me and make me suffer all my life? I never asked YOU to make me. I am sure everybody in the world, at one time or another, has thought of this question.

I am sure everyone agrees that we have been living in an insane world ever since human life began and it is becoming increasingly more insane daily. Why doesn't the All Mighty with his unconditional love as Creator of all, not extend His unconditional loving hands to help us?

I Found the Answer!

The Creator created stars in Heaven, but people created satellites;

The Creator created birds in Heaven, but people created airplanes that are faster than birds;

The Creator created a horse, but people created cars that are faster and stronger than a horse;

Creator created whales, but people created ships bigger and faster than a whale;

Do you think Creator is upset with our over achievements or proud? My parents are always proud when I do things better than themselves.

It is obvious that He is waiting for us to come up with an idea to invent Divine Human Beings, a job he left undone for us to fulfill.

From the beginning of human history, we were taught to be truthful and to hear our inner voices which urge us constantly to follow the natural truthful way of life. When people began to practice deception, a huge monster was created. The monster was distrust among people. Distrust created the institutions, nations, military forces to secure the country, policemen, lawyers, accountants, martial arts, religions and a few others, whose sole purposes are to prepare us against the deceivers in our midst.

What do the above institutions do that is positive? They all do nothing but watch and stop deceptive behaviors. What a waste of money, time, and energy. We can use all these assets for our real, common purpose on Earth — happy living.

According to the law of cause and effect, there always is a cause for any result. Luckily, there is only one cause for a trillion problems in our human society. We are lucky that we have only one rabbit to chase to solve these billion problems. The cause is again anything other than only the Deceptions that create *distrust* in place of *trust*.

The only way to eliminate the waste is to restore divine human character, which was the original design for human beings. This restoration will be accomplished by the education of children by parents and teachers for the next five generations. We will also be able to see improvements within every generation.
Are we not children of the Divine Creator? Then, don't we deserve to be divine? A perfect trutopian human society is not imaginary but truly possible, within a century!

We have been waiting for the Creator to do the job, but the Creator is waiting for us to do the job. The Creator had to follow His principles of Creation. As a president of a country cannot violate the constitution, The Creator cannot violate His Principles of Creation either. Part of the plan is that in order to elevate His children to His divine level we must become co-Creators. There is only one small responsibility that people must first accept. We must perfect our own consciences to be absolutely honest. Freedom is the greatest gift from God. He gave us freedom to choose between truth and deception. Human problems began when we chose deception over truth.

What is the Principle of Creation?

The Creator's responsibility is to create the universe, a100 percent perfect creation, with his children. The Creator presented us a gift, a universe that is 99.9 percent perfect, and asked only that we accept human responsibility to perfect our consciences 0.1 percent. Our own creation of perfect human consciences must be our choice to make. A 100 percent perfect universe is what is intended for us as co-creators of the perfect universe.

Because this 0.1 percent responsibility must be fulfilled by man and not by the Creator, the greatest human, Jesus Christ, came to fulfill this human responsibility 2,000 years ago.

Thus, the Creator can elevate humanity to a level equal to His and to bless us as co-creators to lead the world on behalf of Him eternally.

Honesty, and the universal good human values, have been taught at the beginning of human history, not only in religious institutions but also all government institutions, educational institutions, business organizations and even organized criminal institutions. All teach or demand honesty within the institutions.

When honesty is restored from every human heart, the trust among people will be restored globally. As Thomas Edison lit up the dark at midnight with his vision, *Trutopia* will light up every dark human heart

See **RHEE**, *continued on page 33*

JHOON RHEE FATHER OF AMERICAN TAEKWONDO
Grand Master Rhee is a world-renowned 10th-Degree Black Belt with more than 130 affiliated Taekwondo studios around the world, he is a leading pioneer in martial arts instruction. His new book, *Trutopia*, is quickly becoming a required text for schools and students. Learn more at **JhoonRhee.com**



Turn off Inhibition and Turn on Wealth Attraction

Some suggestions that you can enact on daily to leverage yourself to turn off wealth inhibition and turn on wealth attraction:

Focus on Wealth

Rise above popular belief that it is necessary to be affected by the economy. Abundance is a mindset, not an external condition. Focus on what you DO want. Focus on what you have that is good.

Avoid Negativity

Ask yourself: Who and what is dragging me down and how can I remove it from my reality? Get rid of what you don't want so you have room for what you do want. This is clearly the time to cut things that are not working for you.

Have Integrity with Self

Appreciate what you do have: use the good china, wear your best clothes, and enjoy your good stuff, and stop waiting for special occasions to use your "Good Stuff". Today is a special day IF you decide with your mindset and attitude it is going to be. You can replace money and stuff but never time.

Be Creative

Acknowledge that people ARE spending money on things they need and want. Give customers what they want. Ask yourself: What can I do to capitalize on new and exciting products and services that will get their attention? How Can Our Business Be a Bright Shiny Place, where customers want to be? Do things that allow your creative juices to start flowing again. Take a walk in nature, play with your pets or kids, look at art, listen to music, go do fun things and stop taking life so seriously. Face it, you are not going to get out of life alive. When you only focus on problems you get more problems and feel nothing but frustrated. Let your kid come out to play—who knows what money making-life changing thoughts will pop into your mind.

Have Courage to Act

Wealth never rewards wimps. Ask yourself: What do I need to do right now to improve my business that I have not had the courage to do before? Allow yourself to experience your fears and move through them with courage. Many of us have known for months that we needed to make changes and invigorate our business but have failed to do so until forced into a corner. Do positive things today that make you stand out from the scared folks all around you. Be PROACTIVE about your wealth and success. Right now you must call forth your courage to do new things. ■

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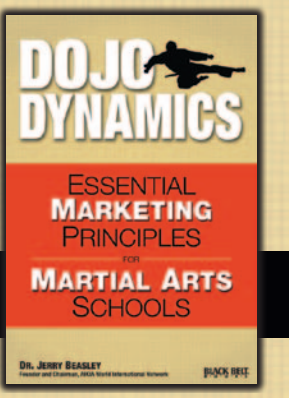
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- staying true to your clients' needs and the philosophy behind your martial art
- illustrative examples that are tried and true



Dr. Jerry Beasley is a professor of exercise, sport and health education at Radford University in Virginia with a doctorate in education administration. In 1978, he founded the American Independent Karate Instructors Association. He is also the founder and director of the famous Karate College, which was recognized in 2008 with the *Black Belt* Industry Award for Best Seminar/Training Camp.

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Coming Soon

NAPMA reveals more of the benefits and advantages of our new 4G membership program, including the Peak Performers Group of Mastermind experts. We continue our in-depth interviews with hugely successful NAPMA Inner Circle members. The next installment of our **Goal-Getter** series, and a new **Mile High Maverick**. All columns are also available at **MartialArtsProfessional.com**.

GOAL GETTER, *continued from page 27*

with the bow and arrow ready to shoot at anyone who is more successful than they are. In their opinion, anybody who is really successful in this industry, must be unethical in some way. The guys at the bottom 80% of the martial arts industry cling ardently to their "tradition." They make claims of overcharging or handing out belts that haven't been earned.

The values of the people at the top 20% are that it's all about the customer. If the customers are achieving their outcomes and benefits from training, then that is the only standard that really matters. They put the customer at the highest level of that set of values, and they do what's best for the customer.

If you've found someone who has produced the results that you want, but you find them to be objectionable in some way, I would recommend that you turn that around and look within yourself. Ask yourself why you are so resistant to learning the information you need to know. What limiting belief are you holding on to? Use this as an opportunity to start your expansion and challenge your resistance to moving forward toward your vision.

I was at a seminar that Bill Clark did a long time ago. Someone was talking about Yellow Pages and how they couldn't get a break on their ad because of something or other. Bill Clarke said, "Look, you're making excuses. You're the only person who can solve that problem. So what are you going to do to solve it?"

What I've seen in all too many cases are people at the bottom 80%, really like to make excuses for why they're struggling. They want to blame the economy, their students, the competition down the street, anybody and everybody but themselves. What I've seen in the top 20% of the industry is exactly the opposite. They take 100% personal responsibility for their outcomes and avoid the issue of blame altogether.

Part of the success mindset is that you have to start assuming personal responsibility for yourself and your outcomes. Every time you hit that roadblock, you have to ask why are you putting up so much resistance to finding out what you need to know to be more successful. Why aren't you associating with people who are at higher levels of performance? This is why having the right people to advise you is so critical. They can tell you what you don't want to hear, but really need to know.

You'll be the average of the five people you spend the most time with. Look at the people that we spend the most time with — our spouse, our customers, maybe our vendors, our neighbors and a few friends. Probably none of those people are entrepreneurs or business owners. So we end up with all sorts of third party influence that does not contribute to what we're trying to accomplish.

Look for people who have adapted to different economic situations. It's easy to succeed when times are good and you've got everything working for you, it's a lot different when you have to think on your feet and you just have to adapt.

When Stephen Oliver acquired NAPMA a few years ago, we went back through all of the old marketing materials in the archives. To be honest, most of it was mediocre at best. In the 1980's post *Karate Kid* era, all you had to do was have an ad with a kid wearing a karate uniform and people flooded in the front door. That's just not the way it is today.

Today it's almost the opposite. We have UFC turning many parents off to the martial arts and we have to counter that because 70% of all martial arts students are under the age of 14. At NAPMA, we've had to develop some very sophisticated direct response marketing systems with website data capture pages and follow up sequences. We have a lot of economic challenges in the industry with shrinking credit availability for small business. People who have made it through that have useful information and experience to help you. ■

RHEE, *continued from page 30*

with the divine flame of a candle lamp from the East, as Sir Rabindranath Tagore prophesized in Tokyo, Japan, in 1929.

Thus, we can eliminate wasteful institutions that have been created to guard against deception. That money, time, and energy can be used for happy living.

When *Trutopia* comes, what will people do to enjoy themselves?

This is the most exciting chapter for you to read in my new book *Trutopia*.

Almost all religions teach their followers to glorify Him with life and death, for He created us. However, the unconditional love of my physical parents who created me never demanded glorifying them with life and death. Instead, they used to tell me, "Don't worry about us at all; all we want is for you and your brothers and sisters to love one another and to be happy."

I understand God is more so than my physical parents when it comes to unconditional love for children. My question is, "Does an ultimate Creator really need us to live and die to glorify Him?" My Creator tells me all the time only to love one another to be happy. The Creator is telling me, "Don't worry about me; there is nothing you can do for me anyway other than be loving to my other children around the globe."

I realize I am too idealistic for most people of today to realize my vision. However, it is really a simple thing to do to be a divine human being. "Never do the things that we know we shouldn't do; and always do the things that we know we should."

Our Creator told us to be truthful instead of deceptive. With our free will we chose deception. So, being truthful is our individual responsibility, not the Creator's job; pursuing universal perfection is our work eternally. So, we must do something about it today.

How to Invent a Divine Human Being within yourself.

Dear fellow brothers and sisters:

Our new daily Affirmation should be: "I am a Divine Human Being." Are we not potential Divine Human Beings, for we are children of God, the Creator.

Please study the words below:

1. Envision your Divine human qualities in your heart before you get sleep in the bed.
2. Envision your Selfish human qualities in your heart before you get sleep in the bed.
3. Compare which attracts you more.
4. You are free to choose between Divine and Selfish human qualities.
5. I am sure you are closer to the Divine Human Qualities. Enlarge your divine human Qualities to fill 99.9 % of your heart space; leaving the remaining space for Selfish qualities.
6. With your efforts, make the 0.1% of tiny portion of your hearts be absorbed into the larger 99.9% to make it 100 % perfect. No one, including the Creator himself, can help anyone, it will remain as the responsibility each of us according to the principles of creation of the Creator.
7. If you succeed the above, you are a Divine Human Being.
8. Let us get on the ball. ■



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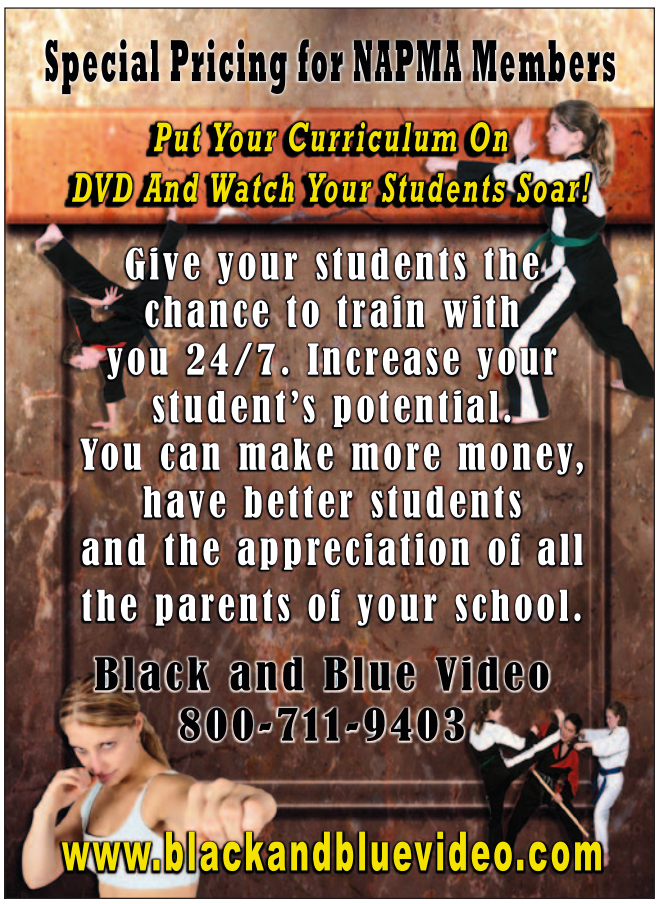
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Ready to Double your School? Start with Mindset

When it comes to really having a high percentage of your students following through to Black Belt and Beyond, I always start with mindset about these things. Start with your perspective. Your perspective on has really got to be if they don't commit to train with you to black belt and beyond, they're really not going to accomplish very much. If they don't make that commitment — ultimately they are going to drop-out.



Championship Goals

JEFF SMITH
DIRECTOR OF INSTRUCTION
FOR MILE HIGH KARATE

Think about it this way. If you were the admissions director at any college, whether it's the local community college or Harvard, you wouldn't want any new student without commitment to graduate. You want to have a dedicated student, and it's essential to lead them down that path early in their training.

The same thing is true of the martial arts. So what we do so many times is that we think of the martial arts school a fitness center or a gym, which I can tell you have a horrible track record. They have huge attrition in membership. They have terrible results for anyonewho registers as a member accomplishing much of anything.

I can tell that for the typical health club, 90 percent of the people who sign up aren't there 60 or 90 days days later. We don't want to model a health club or a gym; we want to think of our school as an organization with a focused curriculum and plan for graduation to Black Belt. In Mile High Karate schools, one reason we like to use academics is that it's something that your students and their parents already understand.

If you're in the kids' market, parents understand the idea that children graduating from high school and going on to college is that they understand the idea of graduating, not just the idea of attending for a while. Aadult students understand the same concept.

So you can talk to your students and their parents in a way that they immediately "click" with your school's curriculum and objectives. You create a perception in their minds that participating in your program is different from a soccer league or buying a membership in the gym.

This immediately you into a higher value category, that of a more revered status of a professor than a coach or personal trainer. The first mindset for us as school owners and for your employees to establish with prospects and customers is that they either renew and commit to train the black belt and beyond, or they drop out, and there's nothing in between. They must make the commitment to do this and be successful.

If they make a commitment to be successful with our program, we know that, statistically, most of them will end up accomplishing everything that we want them to accomplish.

The other side of it is to revere what we do for our students. It's important that we sit down and think about all those things that we as individuals, as black belts, and as senior black belts have accomplished through martial arts training. Think about what the value of those accomplishents has been to you.

Then, consider of all of the accomplishments you've had with your black belt students, and what they've accomplished, and how much they've turned their life around. For some reason, we have a tendency to forget all that and to go into salesman mode with a new student or with a prospect. We are hesitant to sincerely share the value of our program and go to work trying to "Sell Them." We must truly internalize and revere the tremendous impact that we can have on their lives. Use that internal confidence to explain why committing to our program is in their best interest and in the best interest of their families.

So, a large part of the process is about prepping from day one to know that this is the program — training to Black Belt and beyond. It doesn't matter whether you're doing cardio kickboxing, Muay Thai, Krav Maga, Mixed Martial Arts or Taekwondo, or offering character development programs for kids. It's all the same min dset. Prepare every student to be successful in the long-term. Revere what you do. And, share that self-value honestly with everyone to comes to your school. ■

JEFF SMITH 9TH-DEGREE BLACK BELT
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Jose Fraguas: founded his own book, video, and magazine company in Europe in 1986. In 1997, he became the General Manager of CFW Enterprises. Currently Editor of MARTIAL ARTS MASTERS MAGAZINE

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David Inman



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